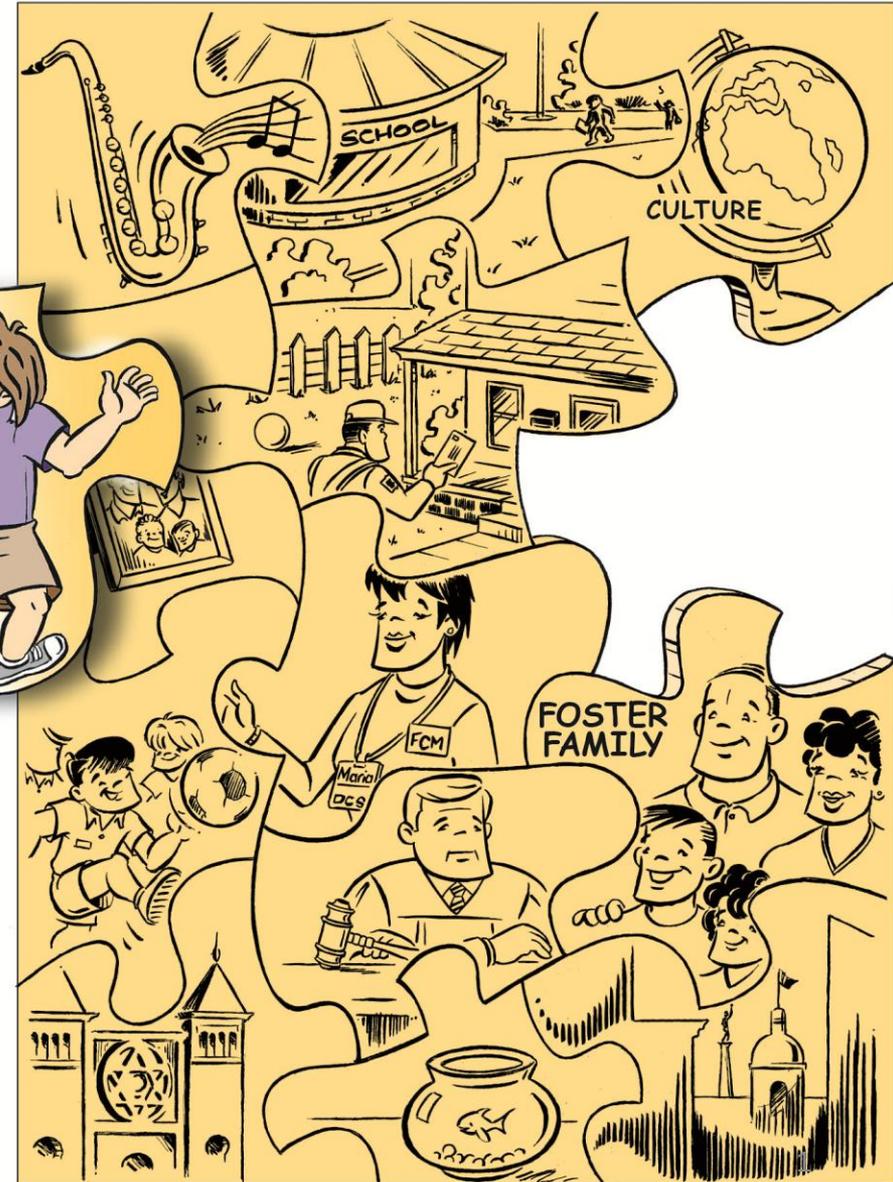
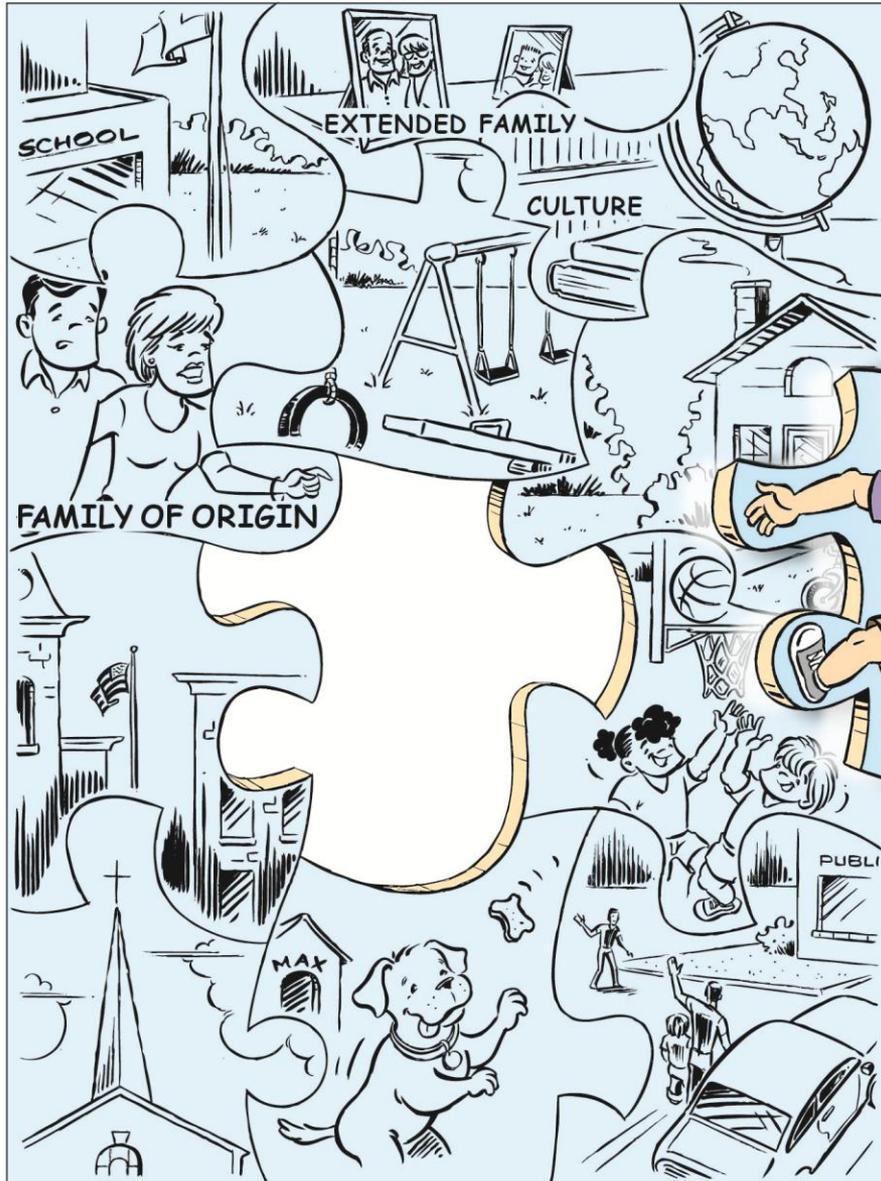


One Child, Two Worlds: Where Do I Fit? How Do I Fit?





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Staffing

Presentation to the Department of Child
Services Interim Study Committee
August 22, 2012

Doris Tolliver, DCS Deputy Director of Human Resources

Before 2005

Before 2005

- Half the number of staff
- Child welfare lost in large agency
- Lack of training

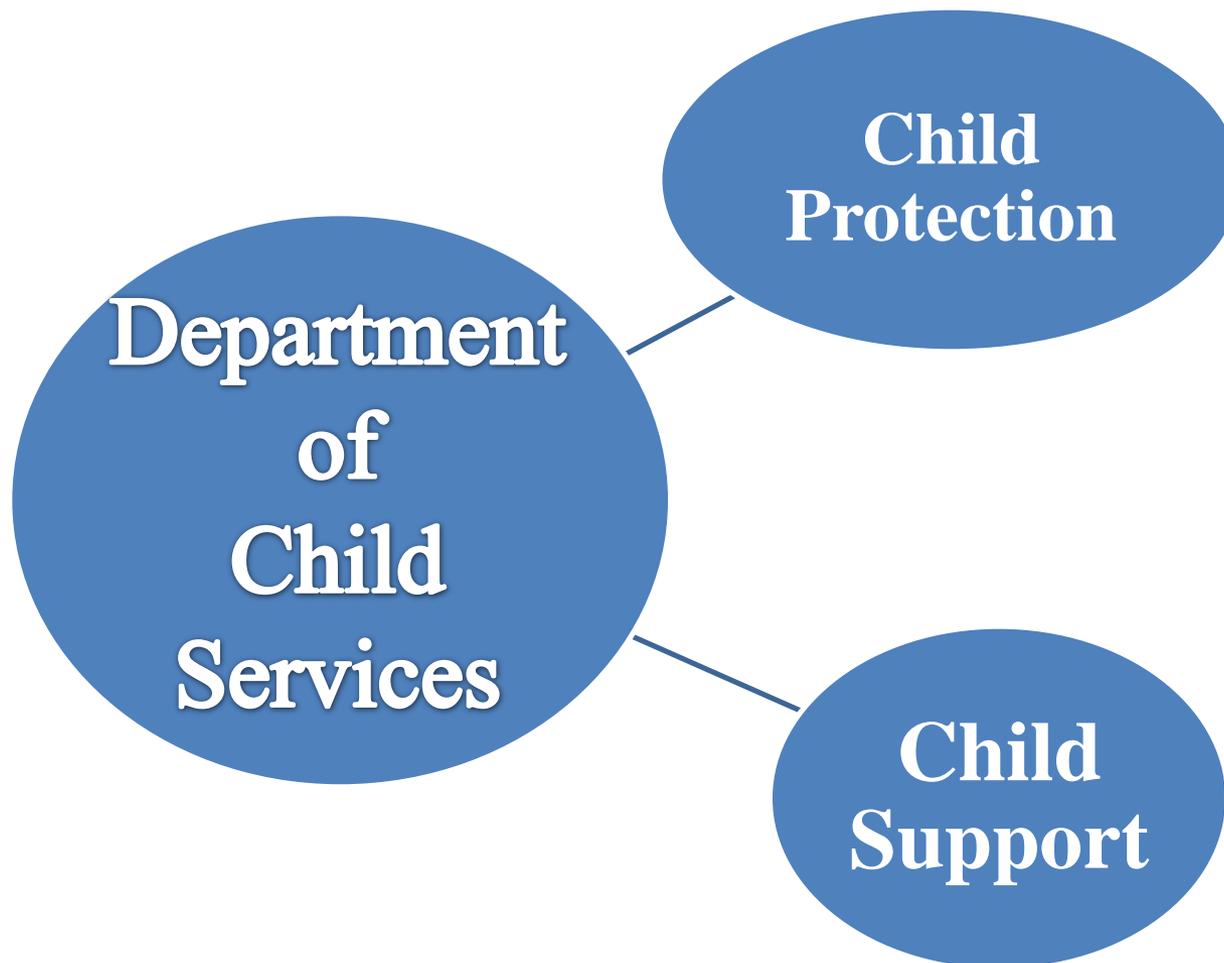




Impact

- High caseloads
 - 40 – 50 cases per family case manager.
- Poor outcomes
 - Adoptions 2004 - 1,045
 - Case manager visits FFY 2004 – 10.4%
 - Relative placement (*first placement*) – 6.4%

After 2005





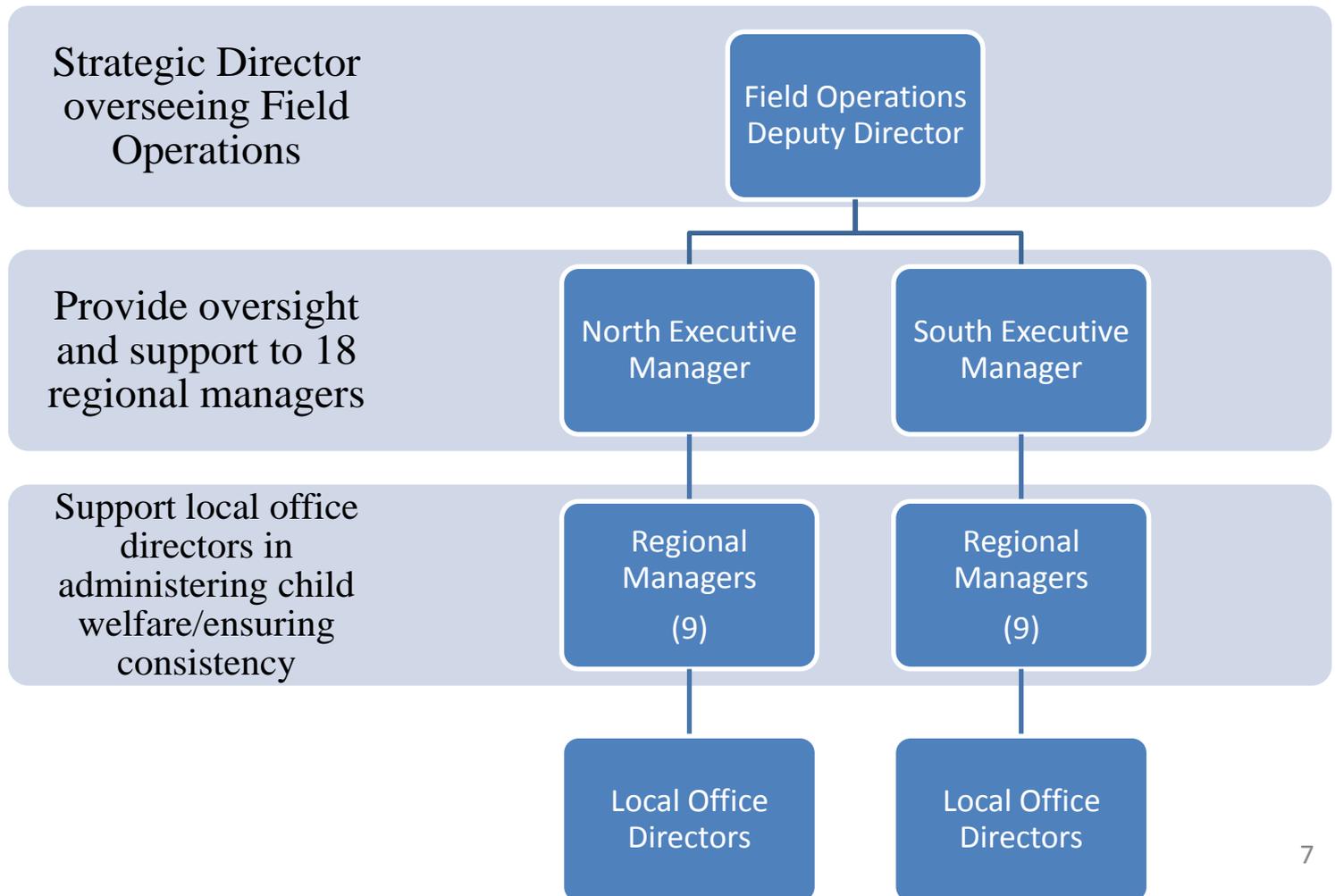
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Field Operations

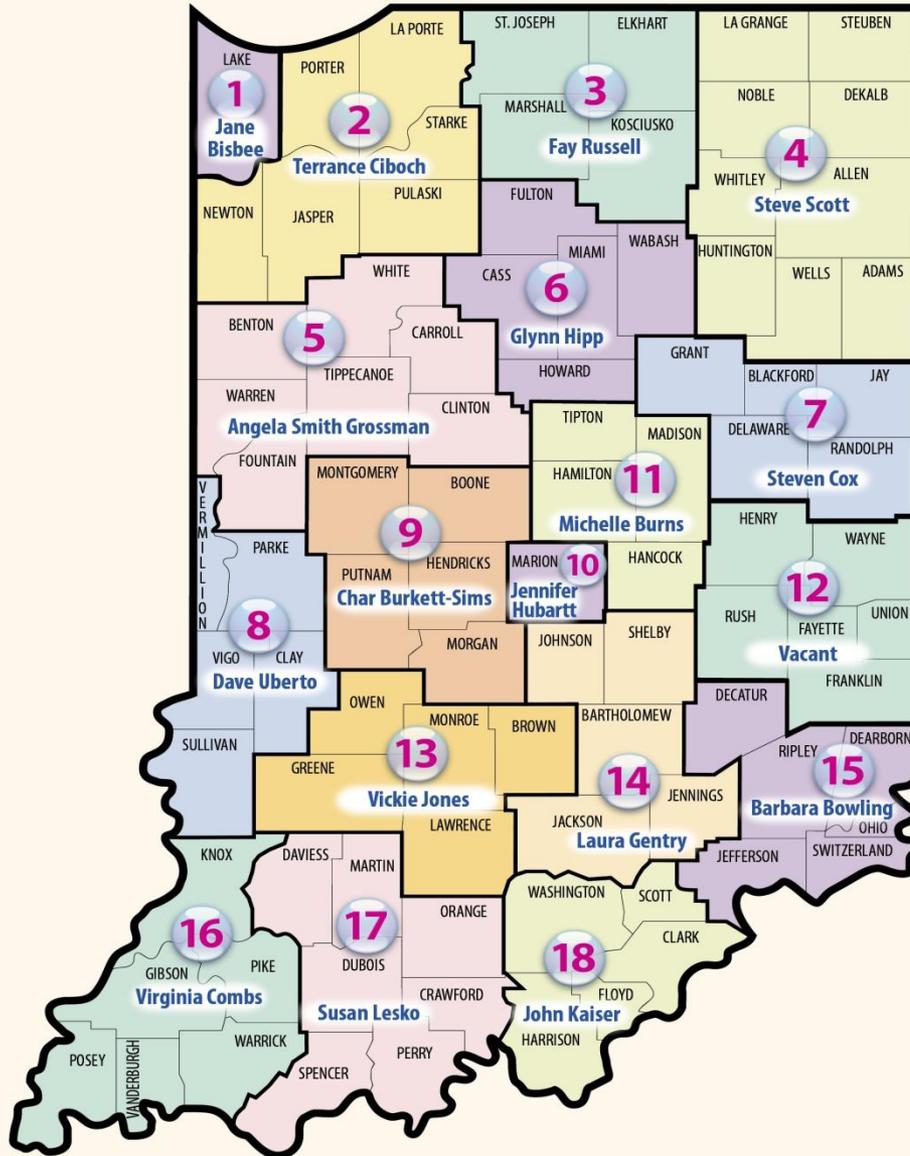
Case-Management Staff



DCS Field Operations

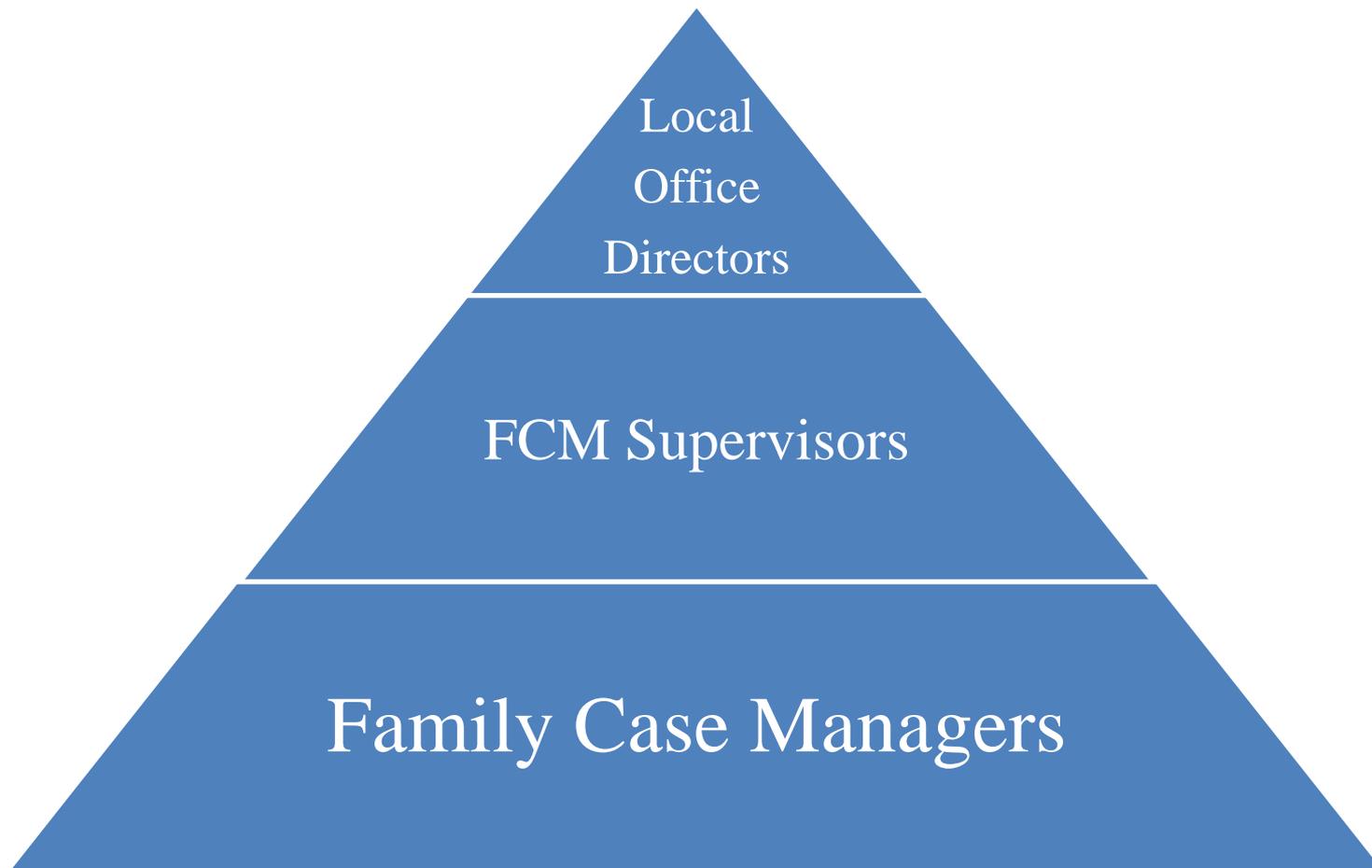


Indiana Department of Child Services Regional Managers





DCS Field Operations: Local Offices





Family Case Manager: Role

- Receive reports of child abuse and neglect.
- Complete assessments on reports of child abuse and neglect.
- Ongoing case management to guide a family through services, placement, permanency and case closure.



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Supporting Field Operations Case-Management Staff



DCS Central Office Divisions: Supporting Field Operations

Permanency and Practice Support

- Policy development, and permanency support.

Services and Outcomes

- DCS and provider outcomes, and services offered to families.



DCS Central Office Divisions: Supporting Field Operations

Staff Development

- Training for staff, foster parents and adoptive parents.

Placement Support and Compliance

- Licensing of foster homes and residential facilities, and foster care and relative support services.

Legal Operations

- Local Office attorney's, contracts, and administrative appeals.



DCS Central Office Divisions: Supporting Field Operations

Information Technology

- Maintenance of DCS computer systems.

Finance

Human Resources

Communications



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Hiring of New Family Case Managers



Family Case Manager Qualifications

Family Case Manager

- Bachelor's degree from an accredited college/university required.
- At least 15 semester hours or 21 quarter hours in child development; criminology; criminal justice; education; healthcare; home economics; psychology; guidance and counseling; social work; or sociology required.



Family Case Manager Qualifications

FCM Supervisor

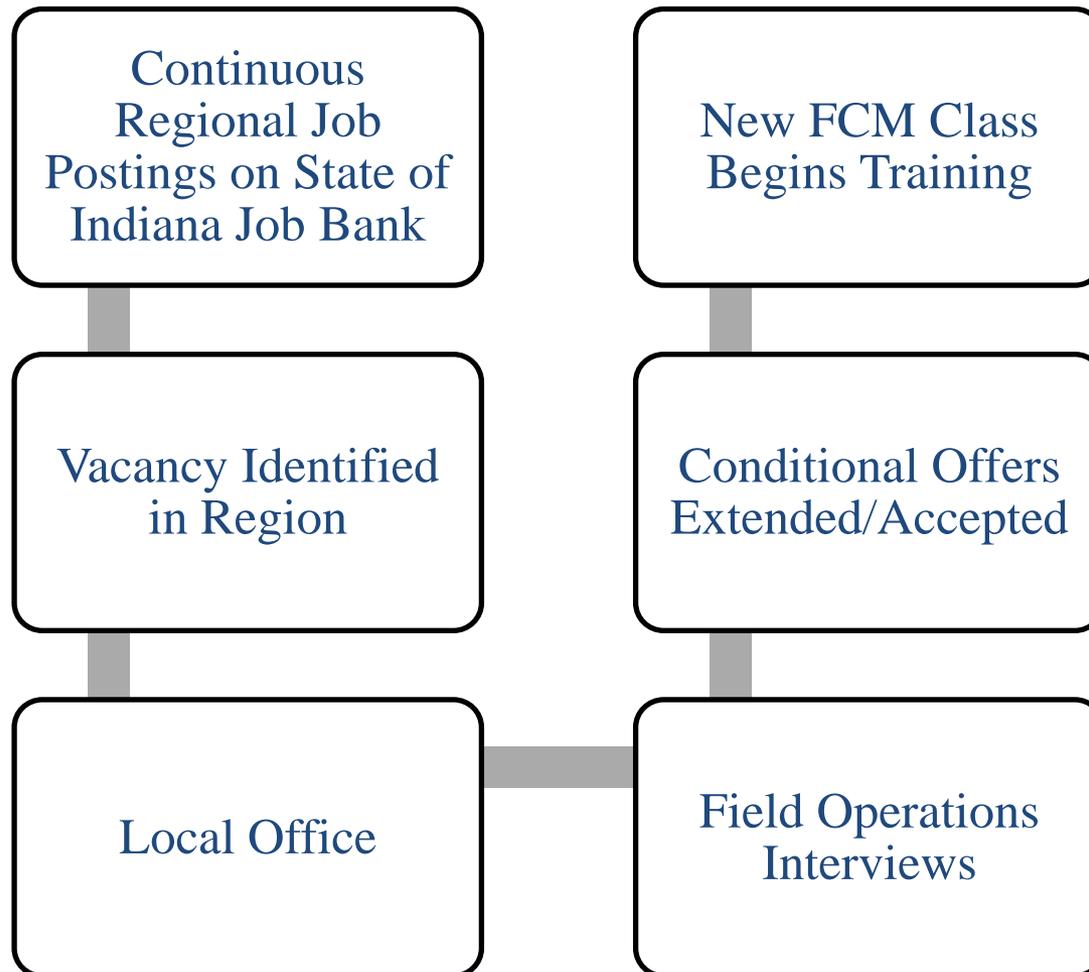
- Bachelor's degree from an accredited college/university in Child Development, Criminology, Criminal Justice, Education, Healthcare, Home Economics, Psychology, Guidance and Counseling, Social Work, or Sociology or a related field.
- 2 years experience in education or social services to children and/or families.
- 1 year of experience in an administrative, managerial, or supervisory capacity is preferred or accredited graduate training in Social Work.

Local Office Director

- 4 years of experience in public welfare, education, public administration, business administration, or social services;
- Plus 5 years of supervisory experience in these areas.
- Education: Bachelor's degree from an accredited four-year college. (Concentration in Business Administration, Child Development, Counseling and Guidance, Economics, Education, Health Care, Home Economics, Law, Psychology, Public Administration, Social Sciences, Social Work, or Sociology preferred.)



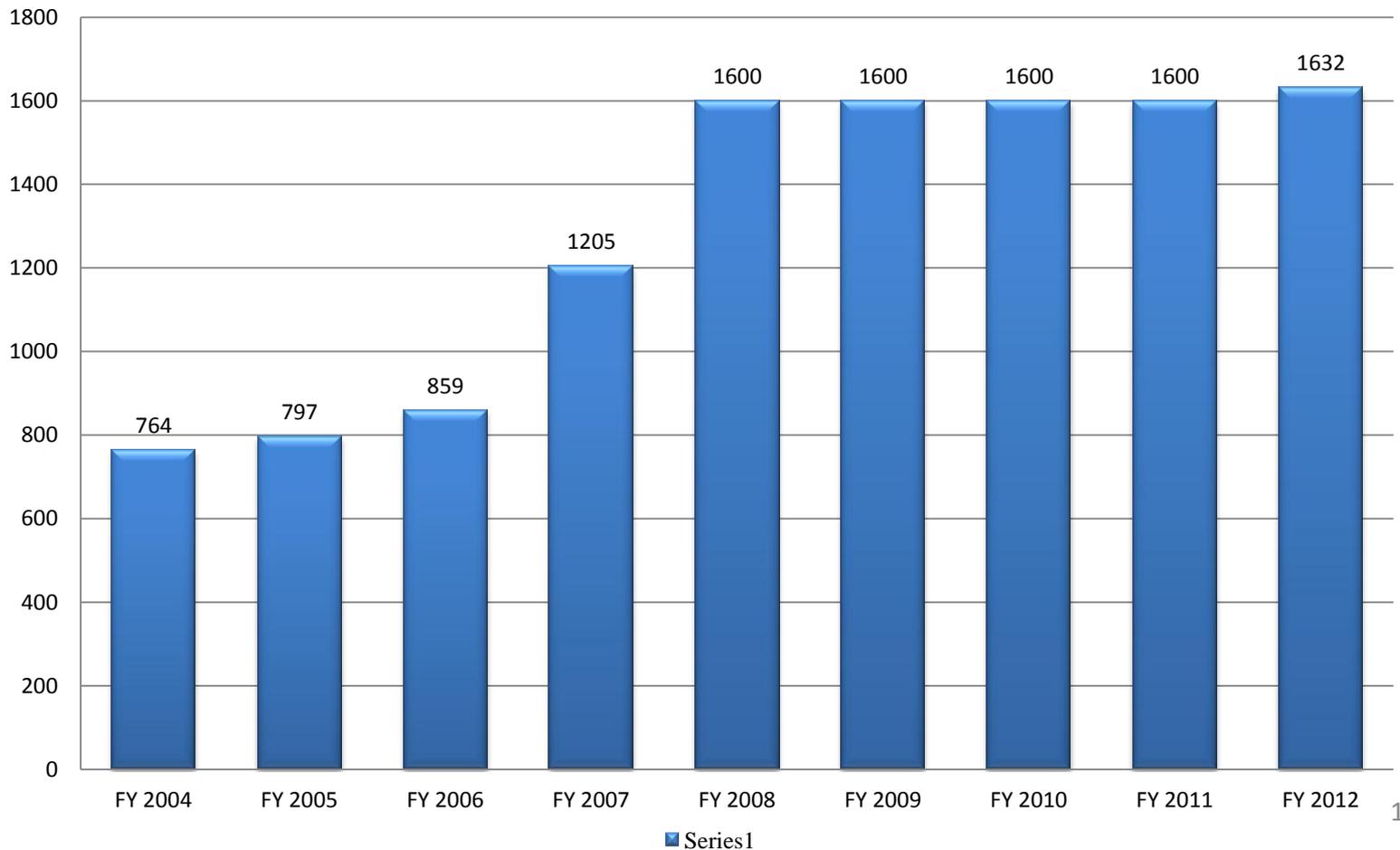
Family Case Manager Hiring Process





Total Family Case Managers

Total Family Case Manager Positions





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Training



New Family Case Manager Training

All newly hired Family Case Managers receive 12 weeks of training before they handle a case on their own.

Module I

- Orientation and Introduction to Child Welfare

Module II

- Assessing for Safety

Module III

- Planning for Stability and Permanency

Module IV

- Tracking and Monitoring Well-Being



On-Going Family Case Manager Training

- All DCS staff are required to have on-going training on an annual basis.
 - Family Case Managers must complete at least 24 hours of in-service training annually.
 - All supervisors, local office director, division managers and regional managers must complete at least 32 hours of annual in service training.



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Family Case Manager Caseloads



Family Case Manager Caseloads

| Fiscal Year | Number/Percentage of Regions Meeting 12/17 |
|-----------------------|---|
| July 2005 – June 2006 | 41/92 |
| July 2006 – June 2007 | 5/92 |
| July 2007 – June 2008 | 18/18 |
| July 2008 – June 2009 | 16/18 |
| July 2009 – June 2010 | 16/18 |
| July 2010 – June 2011 | 15/18 |
| July 2011 – June 2012 | 17/18 |



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Family Case Manager Turnover & Retention



Family Case Manager Turnover

| State Fiscal Year | Statewide | Hotline |
|-------------------|-----------|---------|
| 2003-04 | 8.9% | N/A |
| 2004-05 | N/A | N/A |
| 2005-06 | N/A | N/A |
| 2006-07 | 17.6% | N/A |
| 2007-08 | 20.4% | N/A |
| 2008-09 | 15.7% | N/A |
| 2009-10 | 15.8% | 16.3% |
| 2010-11 | 18.6% | 34.5% |
| 2011-12 | 19.8% | 49.6% |



Family Case Manager Retention

Please identify up to three reason(s) that influenced your decision to leave DCS.

| Answer Options | Response Percent |
|---|------------------|
| Secured a different job | 43% |
| Job pressure/work-related stress | 32% |
| Family circumstances | 27% |
| Working conditions (workload, schedule, etc.) | 25% |
| Lack of appreciation/recognition | 22% |
| Work climate (relationships with co-workers, supervisor, and/or managers) | 18% |



Family Case Manager Retention

| My compensation was commensurate with the position I held. | |
|---|-------------------------|
| Answer Options | Response Percent |
| Strongly agree | 7% |
| Agree | 20% |
| Neither disagree nor agree | 20% |
| Disagree | 34% |
| Strongly disagree | 20% |



DCS Workforce Climate

| 2009 Workforce Climate Survey | Results |
|--|---------|
| DCS Met/Exceeded Pre-Employment Expectations | 64% |
| Reasons Joined DCS | |
| Good Fit for Skills | 67% |
| Agency Mission/Vision/Values | 34% |
| Benefits | 37% |
| Top Three Suggested Areas of Improvement | |
| Better Pay | |
| Reduced Workload | |
| Employee Recognition | |



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Up Next:

Life of a DCS Case